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8 JUL 1975

REFERENCE
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MEMORANDUM FOR: Director of Communications

SUBJECT : Program Evaluation

1. An important aspect of a management program should be the evaluation of a course of action, subsequent to the initiation of that action. In other words, an evaluation to determine if we did what we set out to do, if what we set out to do was worth doing, and what type of affect or impact did our course of action have upon the workings of an office or of the Directorate?

2. We can simply evaluate our program in terms of whether or not the objectives in that program have been met. This gives us some measure of the operational effectiveness of the component concerned. It does not, however, tell us whether what we did was worth doing or not. To get a true handle on the worth of our projects we need to know not only did we do what we set out to do, but was what we set out to do worth it. For some time we have been discussing various evaluation schemes. All have disadvantages.

3. We feel strongly that it is important that the Directorate have an evaluation program so that we can measure and compare the projects within the Directorate in order to make better decisions in terms of increasing competition for resources.

4. The Office of Communications has several long-term, costly projects which seek to enhance productivity by substituting technology for manpower. In order that we may get some measure of the utility and the cost of an evaluation scheme, it is requested that you establish an evaluation

system for one of your on-going projects, perhaps SKYLINK. The program evaluation should include measurements of effectiveness, impact, and cost efficiency. Use whatever procedure you think is most effective for the Office of Communications in so doing. Report to this Office by 30 June 1976 the results of your evaluation, including your own appraisal of the evaluation process. Was it more costly than its apparent value? Did it consume too much manpower for the results obtained? Did it provide you with useful management information?

/s/ JOHN N. McMAHON

John N. McMahon
Acting Deputy Director
for
Administration

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AR/DDA/ [REDACTED] lyt (7 July 1975)

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